



**Institutional Effectiveness Partnership Initiative
Partnership Resource Teams
Institutional Innovation and Effectiveness Plan
Date: December 10, 2018**

Name of Institution:

Area of Focus	Objective	Responsible Person	Target Date for Achievement	Action Steps	Measure of Progress	Status As of Date:
A. Governance	1. Complete the implementation of the new governance system, evaluate its efficacy, and make improvements as needed.	Associate Vice President for Marketing and Communication	a. b. c. d. e. Meeting by March 1, 2019; solutions recommendation by May 1 f. Pilot implemented in Fall 2019; evaluation by Jan. 2020; long-term solution implemented by Summer 2020 g. Report by June 30, 2019	a. Infuse logic model in the governance handbook (step-by-step functional model). b. Communicate the value of governance participation by others that do not normally serve on college committees. c. Onboard committee members regarding what members' roles and responsibilities are. d. Organize an annual one-day facilitation training for the Facilitation Corps and tri-chairs (plus any interested governance committee members). e. Meet with classified staff to identify their pain points regarding participation (days/times/work load), and bring possible solutions to the Advisory Council. f. To continue to engage classified employees and part-time faculty on committees, pilot methods to support their participation, evaluate the results, and implement the best solution(s). g. Evaluate the effectiveness of the new governance structure: Conduct a Governance Summit to assess progress, pain points, and resource requirements (help posting minutes, etc.), produce an initial report/overview of 2018/19 (first year of new process), and make improvements as needed.	a. Logic model incorporated into governance handbook b. Communication campaign launched c. Onboarding process implemented d. First annual facilitation training held e. Meeting held and solutions recommendation submitted f. Pilot designed and implemented; evaluation complete; long-term solution(s) implemented g. Summit scheduled and held; evaluation complete and report issued	a. b.
B. Institutional Effectiveness	1. Systematize data collection, tracking, analysis and data use for implementation of improvement	Executive Vice President for Instruction and Student Services	a. b. c. d. e.	a. Generate ideas for sustaining an on-going commitment to and understanding of data in improving institutional effectiveness, and implement those that best fit the College's needs.	a. Practices for sustaining commitment and understanding implemented b. Training and coaching provided by Institutional Researchers (IR)	a. b.

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			f. g.	b. Provide regular training to help ensure that data supports planning and decision-making in our daily activities. c. Build program review as our base tool for faculty and staff understanding and application of data. d. Train and deploy data coaches to assist faculty and staff in collecting and applying data on the students we serve. e. Track the outcomes of each area/program and analyze how each area/program fits into the bigger picture of the college's goals. f. Revamp the program review process to ensure adequate representation from classified staff and non-instructional staff, with input from representative focus groups. g. Incorporate into management evaluation process setting goals related to the college's strategic objectives and using data to gauge progress on those goals.	c. Institutional Planning and Budget Taskforce to finish Program Review Templates for each service area and program. d. Data coaches trained and deployed e. Data tracked, area/program contributions to college goals analyzed, and report disseminated by IR f. Focus groups conducted by IR and Chief of Staff/Marketing; improvements recommended; constituent-group feedback received; program review process modified to ensure appropriate representation g. Management evaluation process improvements implemented	
C. Service Leadership (SL)	1. Implement a Service Leadership program.	Associate Vice President for Marketing and Communication	a. April 1 st , 2019 b. c. d. e. f. g.	a. Work with the Community and Communication Committee to produce a working definition/guidelines document for all future Service Leadership at Foothill College. b. Develop a plan of action for SL and include key campus leadership on dialogue for next steps for institutionalization. c. Coordinate with the Equity and Education Committee and Dean of Equity and Inclusion to ensure SL plan supports Equity 2.0 plan. d. Work with equity consultants, Prosper and Associates, to provide guidance, and refine SL plan accordingly. e. Incorporate SL into Equity 2.0 plan. f. Establish SL in course curriculum; work with AS and College Curriculum Committee to 'norm' service leadership curriculum. g. Identify two to three faculty to champion SL in their courses in 2019/20 (providing stipend/support for this effort).	a. SL guidelines presented to the Academic Senate; all necessary approvals obtained b. SL plan of action draft completed c. SL plan aligned with Equity 2.0 plan d. Prosper and Associates feedback on draft SL plan obtained; SL plan refined; SL plan approved e. SL incorporated into Equity 2.0 plan f. SL curriculum normed g. Faculty champions identified and supported	a. b.
D. Student Equity Plan	1. Develop and implement Equity Plan 2.0.	Dean of Equity and Inclusion	a. b. c. d. e. Spring 2018 f. g.	a. Examine 2015 Equity Plan and assess its strengths and challenges, with constituent input. b. Define what equity means for the College, with constituent input. c. Develop Equity 2.0 Plan: Hold College Council retreat to develop elements of new plan, to include data analysis and review of	a. Assessment completed with constituent input b. Definition established with constituent input, approved, and disseminated c. Retreat held with all of College Council; gaps and deficiencies documented	a. b.

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				<p>gaps and deficiencies regarding disproportionate impact.</p> <p>d. Equity and Education Committee to systematically look at applicable data, recognize deficiencies in the 2015 Equity Plan that must be addressed in the Equity 2.0 plan, and complete the full draft of the Equity 2.0 Plan.</p> <p>e. Conduct Town Hall meeting and obtain online anonymous feedback in regards to the Equity 2.0 Plan draft.</p> <p>f. Incorporate feedback as appropriate and obtain approval of final Equity 2.0 Plan.</p> <p>g. Implement diversity training and professional development in accord with Equity 2.0 Plan.</p>	<p>d. Full draft of Equity 2.0 plan completed</p> <p>e. Town Hall meeting conducted; online feedback obtained; feedback analyzed</p> <p>f. Feedback incorporated; final Equity 2.0 Plan approved</p> <p>g. Consultants hired to provide diversity trainings and facilitate professional development; trainings and professional development activities held.</p>	

Request for IEPI Resources to Support Institutional Innovation and Effectiveness Plan

Applicable Area(s) of Focus <i>(Copy from table above.)</i>	Applicable Objective(s) <i>(Copy from table above.)</i>	Description of Resource Needed <i>(Refer to Action Steps above as appropriate.)</i>	Cost of Resource
A. Governance	Complete the implementation of the new governance system, evaluate its efficacy, and make improvements as needed.	Stipend for 4 adjunct faculty to serve on governance (approximately \$5,000/year for 3 years). Trainings, the Governance Summit, and meetings with classified staff related to governance as a whole (speakers, meeting costs such as lunches, governance summit costs, professional development for Facilitation Corps, etc.) \$10,000 total/committee for 2 years to use for meeting costs, speakers, site visits, etc.	\$15,000 \$120,000 \$40,000
B. Institutional Effectiveness	Systematize data collection, tracking, analysis and data use for implementation of improvement.	Program Review – no cost.	\$0.00
C. Service Leadership (SL)	Implement a Service Leadership program.	Prosper & Associates contract (for the report they did in Spring 2018, the visit they did in November 2018, and leadership retreat with Cabinet in February 2019).	\$25,000
D. Student Equity Plan	Develop and implement Equity Plan 2.0.	For part of PEG contract for Equity 2.0, and professional development in general, funding will be from Equity funds.	\$0.00
Total IEPI Resource Request (not to exceed \$200,000 per college)			\$200,000

Approval	
Chief Executive Officer	
Name: Thuy Nguyen	
Signature or E-signature:	Date:

Collegial Consultation with the Academic Senate	
Academic Senate President	
<i>(As applicable; duplicate if needed for district-level I&EP)</i>	
Name: Isaac Escoto	
Signature or E-signature:	Date: